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MANAGEMENT CONFERENCE

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1. A [REDACTED] Management Conference took place recently. Attending were the Chief and Deputy Chief, [REDACTED], the Office Directors, and a number of staff personnel.

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2. Chief, [REDACTED] opened the conference by welcoming those who had not previously attended a [REDACTED] conference and speaking briefly on past conferences. The conference was designed to address itself to specific issues providing insight as to whether or not the Directorate is becoming a more cohesive unit and less a confederacy. In this regard, Chief, [REDACTED] suggested that [REDACTED] could take the lead in serving as a model for this kind of unity.

3. Conference on Improving Communications:

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A report was given on a conference on improving communications which had been attended by eleven Division Chiefs representing the various Offices. Reference was made to the atmosphere of confidentiality which pervaded the conference. It was made clear to the Division Chiefs that their comments would remain anonymous and there would be no reporting to their bosses or the Chief, [REDACTED] as to who made what comments about what topics.

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The report included a discussion of the questions that were put to the Division Chiefs relating to a number of areas of general interest to the Directorate. These included the extent to which there is a feeling that communications throughout the Directorate are successful and that people know what is going on and feel a part of the organization. Based on this session, there is considerable room for improvement, not only in terms of the Directorate, but in understanding what is going on in the overall Organization. Another question dealt with the philosophy of [REDACTED] operating more as a corporate body rather than as a confederation. Interestingly, there is every indication that a strong professional alliance permeates each Office. While there is interest in working as a corporate body, employees do not want to lose identity with the specific Offices representing their basic skills. There was another question relating to cross-career service assignments which seemed to draw the

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approval of the Division Chiefs. In general, they felt that if the Directorate advocates inter-office rotation, one needs only emphasize this fact and get on with the program.

There is no question that the Organization is moving into an era of greater compliance to regulations. Here again, the Division Chiefs felt that this is obviously necessary and presents no problem. Regarding the emphasis on hiring of minorities and supporting an affirmative action plan, their reaction was favorable, indicating it is time to move ahead. (This item drew considerable discussion among the Office Directors with note being taken of the method by which minority files are reviewed, the possibility of using a pool of slots against which to hire, and the use of CT programs to spur on professional development.)

Some key points raised by the Office Directors based on feedback from the participants follow:

a. The session was most worthwhile and certainly worth the time and effort.

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b. It was evident that communications down into the Offices on both [REDACTED] and Organization matters is somewhat lacking.

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c. It might be well to limit the staff involvement and permit the participants a more free-flowing meeting.

Chief [REDACTED] expressed concern as to whether or not such meetings are truly worthwhile. He was less concerned about the answers to the questions which merely helped structure the session. His concerns were allayed by the clear support given the concept by the participants and the Office Directors.

#### 4. PASG Handbook:

There was a review of those items of the PASG Handbook requiring Office adherence. The responses from the Offices to fourteen questions on the impact of the handbook on Directorate personnel practices were discussed. Some of the points are presented below:

a. LOI's - LOI's are too often prepared like job descriptions and do not serve the purpose for

which they are intended. Several Office Directors took the position that they are very useful but should be restructured and prepared on a more selective basis. While there was some indication that there might be a general sigh of relief if LOI's were eliminated as a requirement, the Personnel Director expressed a contrary attitude, indicating that employees look forward to the opportunity of discussing their specific jobs with their supervisors and doing this on a very personal basis. There was some agreement that in offices requiring technical skills, detailed LOI's are not necessary. The essentially technical employee has a good idea of what his job entails and does not need in-depth instruction. On a show of hands serving to reflect acceptance or rejection of LOI's, there were no votes to abolish the instruction. While there were a limited few who cast their lot with keeping the LOI as presently constituted, the majority preferred a selective application of LOI's. It was noted that this could lead to certain morale implications in setting up a "have and have not" grouping.

b. Fitness Report - There was no concern expressed for tying competitive evaluations to the fitness report schedule. Within reason, ranking exercises are held within six months of the fitness report and that is close enough.

c. Vacancy Notices - Vacancy notices are inconsistently handled. Some Offices put out vacancy notices on all jobs becoming vacant. Some Offices post annual rotation plans which, in a sense, serve to publicize upcoming vacancies. One interesting point was made toward vacancy notices being inconsistent with career planning that each Office is supposed to be implementing.

##### 5. Ranking Mechanisms:

The discussion of ranking mechanisms within the Offices was of particular interest and was perhaps the highlight of the conference. Each Office Director spoke for approximately ten minutes on the ranking system and procedures used in his Office. There were some noticeable differences among the Offices, but in the main, all have

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useful, practical, effective methods of reviewing and ranking their personnel. Of particular interest was the fact that this open discussion of Office ranking procedures provided cross-fertilization of ideas which will strengthen the systems in use. It is not necessary to review each Office's procedures in detail here. Suffice it to say that, after this in-depth discussion, it was evident that the Offices of the Directorate are making every effort to handle the careers of its employees on a fair and equitable basis. Chief, [REDACTED] considered this a most rewarding session and expressed satisfaction with the progress that has been made.

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6. [REDACTED] Personnel Panel:

There was a general discussion of the [REDACTED] Personnel Panel, emphasizing the positive aspects of the panel meetings and certain of its responsibilities, which are:

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a. To fill those MG jobs for which MG career officers are not available from within a particular sub-group.

b. To transfer officers between sub-groups on a routine basis to fill jobs requiring special talents or as an aid in career development.

c. To place [REDACTED] career officers excess to their sub-groups in available jobs throughout the Directorate, best utilizing their talents.

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d. To aid in the development of and the best use for those who for some reason or other are difficult to place.

There was discussion of the general problem which arises from time to time which finds several [REDACTED] careerists leaving an overseas post at the same time. A system should be effected to prevent this from happening.

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7. EEO Posture:

Several viewgraphs were shown depicting the percentage minorities in each Office and the percentage of professional minorities in each Office. While interpretation of the statistics was in question, it seems quite clear that, overall, the Directorate can do a better job of increasing its minority representation. Two essential points were made:

The statistics of the Communications Office look particularly low for an Office of its size. It was pointed out that the statistics tend to reflect about the same proportion of minorities as would appear statistically within the armed services from which the Office recruited most of its personnel. Assurance was given that everything possible is being done to increase the number of minorities in the Office.

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One Office Director pointed out a discrepancy in the percentage of professionals which contributes to some of the Offices looking less good than they otherwise might. He opined that the problem lies in the arbitrary identification of positions by Personnel as clerical, technical, and professional. These groupings do not reflect plans of an Office toward the development of its professional personnel. Chief, [REDACTED] asked the Personnel Director to look into this from the point of view of having statistical charts present accurate data that is clearly understandable and not subject to misinterpretation. It is clear that the Directorate espouses the cause of equal employment opportunity and expects each Office to press toward improving its EEO posture.

In discussing upward mobility, it was generally agreed that those individuals moving from the clerical and secretarial ranks into professional categories of work should have potential for at least three grades higher than that at which they move into the professional categories.

8. MBO:

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A discussion of the MBO program was given, explaining the system and what one might hope to accomplish through MBO. Some of the problems with the [REDACTED] MBO system were cited:

a. It's necessary to look in more depth at the analysis of the missions and functions of particular Offices and relate objectives to those missions and functions.

b. There must be a better job done in building objectives and in stating objectives. These objectives should be output oriented and lead to measurable results.

c. There must be a mutuality of effort in MBO in the development of objectives. It is necessary

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that the Offices work closely with the Chief and Deputy Chief [REDACTED]. In the past the planning teams in cooperation with the Plans Staff formulated objectives.

Reference was made to the problem of MBO training and what it is hoped will be accomplished in this area in the future. A problem in implementing MBO was cited; that is, the general attitude of, "What's in it for me?" This can be resolved and answered only as MBO becomes a more pervasive system throughout the Directorate and its value is better understood and accepted.

9. Qualitative Evaluation:

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Each Office Director was asked to spend about five minutes discussing the development of qualitative indicators which would serve as a basis for evaluation of the accomplishments of Office objectives. It was quite clear during the discussion that it is far easier to develop quantitative measurements for results. In some of the Offices, little progress has been made toward developing qualitative indicators. Despite this difficulty, Chief, [REDACTED] stressed the necessity of developing means of measuring the quality of one's efforts if one is to be assured that an Office indeed is accomplishing its objectives. In general, results of this topic of discussion can best be summarized as uneven. It is clear that qualitative measurements lend themselves more easily to some Offices while quantitative measurement is more germane to others. Nonetheless, continued effort to assist quality must be pushed. On the other side of the coin, one needs to keep in mind whether the time and effort needed to evaluate quality is too high a price to pay when compared to the value of qualitative indicators. While this might well be the case, every effort should be made to address the problem and reach that conclusion from a knowledgeable basis.

10. Shotgun Topics:

A number of topics were included on the agenda which, it was assumed, could be dispensed rather quickly.

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a. State of the Directorate Address - It was the consensus that such an address should be made by Chief, [REDACTED] although it was decided for a variety of reasons it would be best given in the fall of the year.

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b. LOI's - Based on the earlier discussion of LOI's, it was agreed that a paper should be presented to the Management Committee asking for a re-evaluation of the LOI. The Personnel Director said he would raise this issue at one of the upcoming Personnel Office monthly meetings. Chief [REDACTED] also asked two other Office Directors to get reactions from their conferences on the LOI issue.

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c. [REDACTED] Reporting Requirements - It seemed quite clear that most of the reporting requirements levied by the Directorate on the Offices are those which are external to [REDACTED] i.e., requirements from the Comptroller, the IG, the General Counsel and the like. The necessity of the Office Weekly Report which is forwarded to the Chief, [REDACTED] each Friday was questioned. The answer is quite clear that it is a most useful report; and a number of Office Directors asserted that even if the report were not submitted to the Chief, [REDACTED] the requirement would exist for Office use.

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d. Clerical Management - There was some discussion concerning the extent to which clerical management is fruitful. It is accepted that there must be a system for handling clerical and secretarial personnel, and while one may quibble on the precise implementation, the need for a system is evident.

e. Staff Work and Regs - It was pointed out that tighter policing of the writing and preparation of regulations is necessary so that the Chief, [REDACTED] can live up to the new time deadlines which have been accepted by the Management Committee toward controlling the time that a regulation is in process. The Offices preparing the basic regs should do a careful job of coordination before the regulation is sent forward for formal coordination.

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11. Terrorism:

A well-organized, interesting and thorough rundown was presented on [REDACTED] policies regarding the problems of terrorism.

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Mention was made of the success of security teams which are making overseas TDY swings to provide guidance and counseling. They are greeted warmly by Chief, [REDACTED], as well as the heads of our own installations. One thing is clear--considerable attention is being directed to the matter of terrorism, but more needs to be done toward bringing about a better-coordinated and cohesive effort. Perhaps a full-time special assistant is required from either [REDACTED] or jointly by both.

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Reference was made to the training course on terrorism and most specifically of the new two-day orientation course for personnel going overseas and their spouses if they so desire. [REDACTED] is clearly attentive to supporting training in this field.

12. Overseas Support:

nicators at the same time that communicators are being reduced in numbers in the field. As part of this overall discussion, the importance of the proper mix of support personnel assigned overseas, both under official and non-official cover, was discussed.

13. Inter-Office Rotation:

Chief, [REDACTED] stressed that the last two conferences placed emphasis on the desirability of inter-office rotation. Little has happened to this point. In his opinion, a small number of individuals whose bona fides are good and seem to have strong potential for leadership over the next ten years need to get broadened experience within the Directorate. Several Office Directors made some good points on



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behalf of the problems of rotation in those Offices heavily populated with technical specialties. While strongly supporting inter-office rotation, there are some inherent problems that must be faced. Generally speaking, it was agreed that personnel at the lower levels are not likely to be ready for rotation outside their home base Office and GS-14 was accepted as the minimum grade. While ways of implementing a rotation scheme varied among the Office Directors, it was agreed that, at least to get a program started, a somewhat formalized structure will be necessary. Chief, [REDACTED] committed himself to get this underway within 60 days.

It might be worth noting that at least one Office Director suggested that he tends to favor a confederation of Offices and is not sure that this is bad since the Offices are heterogeneous entities requiring different skills among its people. He admitted that there might be a very few individuals in his Office who could be rotated elsewhere and these might be the long-range manager talent the Directorate is looking for. He cautioned, however, that the overall Directorate effort should be limited indeed.

After the above discussion on rotation in general, it was asked whether the Office Directors present felt that they would be better qualified to manage their Offices if they had had rotational assignments earlier. Each of the Office Directors was asked to respond and, interestingly enough, only three felt strongly that rotational assignments made for better management capability. The others pretty much took the position that while nice, it was not essential to good management. Of overriding importance is the necessity to have broad experience in the Office which he directs.

Although most of the Office Directors expressed the opinion that inter-office rotation is not necessarily a training ground for managers, they agreed that a rotational program would be worthwhile both to provide a broader base for management and to reduce or eliminate parochialism.

14. Summary:

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Chief, [REDACTED] summarized the conference as clearly the best of the three which he has attended as Chief, [REDACTED]. He considered the highlight the session during which each of the Office Directors described his competitive evaluation and ranking procedures. On the qualitative positive

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indicators, he pointed to the uneven work accomplished by the Offices but reaffirmed his interest in trying to get a better understanding and grasp of quality evaluations.

A brief review was made of the experimental conference with Office Division Chiefs as an attempt to improve communications. It was agreed that sessions in the future will vary as to content, staff involvement, and grades and levels of participants.

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Chief, [REDACTED] considered this to be an excellent conference and one in which there was fruitful discussion and excellent and healthy exchange. He expressed appreciation for those who were involved in setting up the conference and the agenda and for the fine participation of all those who attended. One important element not reflected in these minutes is the sense of humor that punctuated the sessions. It was indeed an important ingredient.

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